

ECONOMIC DEVELOPMENT OBJECTIVES

Objective #1:

To cultivate a supportive environment for entrepreneurship, the Economic Development Division will enhance the growth of Cambridge's economy by stabilizing income eligible micro-enterprises with business development services.

Number of Businesses/Individuals to be Served:

The Department will continue its support of Cambridge small business by contracting with non-profit organizations and other contractors to provide pre-business and business development educational services for low and low-moderate income micro businesses through workshops, seminars, class series and in-house consultations.

In FY 2004 the City expects 90 income eligible micro-enterprises to be served through workshops, classes and in-house consultations conducted by sub-recipients and/or contractors. Of these clients, 70 will be micro-enterprises served through workshops, classes and seminars conducted by non-profits; and 20 will be micro-enterprises served through in-house consultations conducted by contractors.

Of the 90 income-eligible micro-enterprises to be served, 32 will be individuals and/or businesses located within the Neighborhood Revitalization Strategy area. 22 individuals will be served through the Financial Literacy Program and 10 businesses will be served through the Best Retail Practices program.

Expected Resources:

- ***Federal Funds***
FY04 Community Development Block Grant
Prior year CDBG funds
- ***Local Funds***
Local Taxes
- ***Private Funds***
Local and Regional Banks
Sponsorship
Business Owners
Other

Program & Services	Outputs	Outcomes
Enhance the growth of Cambridge's economy by cultivating small businesses with business development services through the Getting Started in Business seminars, the Business Planning Workshop series, Marketing for Family Childcare Providers and Financial Literacy Training	Offer seminars and workshops for existing and aspiring entrepreneurs which provide the fundamentals for launching a business, workshops designed to help clients understand essential elements of a business plan, marketing strategies and information essential to establishing contractual materials and the basics for attaining a higher level of financial understanding	1. Improvement in Economic Health 2. Investment in the Community 3. Increase in Profitability 4. Financial Stability 5. Increased Hope 6. Increased Skills and Ability 7. Increase Self-Esteem 8. Job Creation 9. Increase in Community Assets and 10. Family Stability
Assist income eligible micro-enterprise retailers and restaurants owners in increasing business growth through the Best Retail Practices Program	Workshop, individual consultations and a grant assistance program to provide expert advice and recommendations on physical improvements to establishment interiors and marketing tips, grants awarded for help with the financial costs of the recommended improvements	1. Increase in Profitability 2. Improvement in Economic Health 3. Investment in the Community 4. Increased Skills and Ability and 5. Job Creation

Strategies and Resources:

- **Best Retail Practices Program:** This program was established in September 2001 to assist low-mod income micro-enterprise independent retail and restaurant owners to boost their sales, grow their businesses with a goal of hiring additional low-mod income employees. The program provides participants with expert advice on improving the interior design of their establishments and developing better marketing plans. The three-month program will run two times during FY04.

In FY04, the goal of the program is to serve a total of 20 participants in the three-part program: Phase I – Workshop, Phase II – In-store Consultations and Phase III Grant Assistance Program.

- **Business Planning Workshop Series:** The program will consist of 2 cycles, one 4-part workshop per cycle. Clientele learn to prepare and understand the essential elements of a business plan. The goal of the program is to reach a minimum of 10 income eligible micro-businesses per cycle for a total of 20 clients served. During the first year of implementation (FY'04), these measurements will be established as a based line for future outcomes.

1. Start a business within 1 year: 5
2. Understand the start up process for long-range future business start: 15
3. Assess feasibility and decide not to start a business at this time: 5

- **Business Plan Seminar:** Clientele are typically in a pre-business development stage. Clientele learn to understand the essential elements of a business plan and the purpose for having one. Emphasis is more on whether the proposed business can be feasible than on developing a polished written document. Topics such as understanding the market for a product or service, understanding the competition, and simple financial projections to assess whether the business can be viable will be covered. The program will serve only income eligible, aspiring or existing micro-enterprises.

Outreach and marketing activities include meetings with other non-profit organizations that serve low-mod income clientele for exchange of information on programs, advertise in their newsletters and explore other possible collaborations, direct and partner postcard mailings, e-mails to other class participants, flyer to low-mod income housing areas and community bulletin boards, notices to community calendars in local and area newspapers, public service announcements on local cable TV and radio stations, a listing on websites including Agency, Career Source and a local sponsor bank.

- **Community Development Block Grant Program:** The City of Cambridge is an entitlement City that annually receives a direct allocation of CDBG funds that can be used to fund a variety of activities, which includes economic development, design and construction oversight of parks, playground renovations, housing services, and housing development. Cambridge expects to receive \$3,878,000 in CDBG funds for FY2004.
- **Financial Literacy Training:** This program is designed as a pre-development, pre-entrepreneurship program for residents of the NRS area. The goals of the Agency will be to reach and serve residents who may have an interest in micro-enterprise as an alternative or supplement to employment; to teach clients about financial resources and money management and to identify candidates for the Agency's existing programs that help entrepreneurs plan for and start businesses. The Agency will experiment with class offerings, initially offering one or two-session workshops on financial basics and develop future offerings that build the clientele's financial literacy and help interested clients prepare for entrepreneurship. Based on clientele needs and interest, the workshops will cover topics such as basic banking; budgeting and meeting financial goals, including saving to open a business; investments and credit and credit repair.

Outreach and marketing activities will include the Agency developing partnerships with other local agencies to help identify residents or micro-business owners needing financial literacy training; door-to-door program flyering in the NRS area, notices to community calendars in local and area newspapers, and public service announcements on local cable TV and radio stations.

- **Getting Started In Business:** The program will consist of 2 cycles, 3-hours each cycle. The seminar introduces aspiring entrepreneurs to the fundamentals of launching a business. The goal of the program is to reach a minimum of 9 income eligible micro-enterprises per cycle for a total of 18 clients served. During the first year of implementation (FY'04), these measurements will be established as a based line for future outcomes.

1. Start a business within 1 year after completion of the program: 3
2. Understand the start up process for long-range future business start: 10 through a workshop pre and post test
3. Assess feasibility and decide not to start a business at this time: 8

- **Marketing for the Family Childcare Provider:** Clientele learn to prepare a business concept statement, to define their target value and target market, to produce simple marketing materials including a brochure and business cards; clientele learn to establish contractual materials related to the services offered and incorporate them into a parent handbook; clientele learn the basics of business and personal financial planning. The program will serve only income eligible, family day care micro-enterprise owners. Classes are run in conjunction with the Child Care Resource Center in Cambridge and held at that facility. The goal of this program is to serve 10 clients.

Outreach and marketing activities include a partnership with Child Care Resource Center, Inc., Cambridge, to offer the course to graduates of a family childcare program, notices to community calendars in local and area newspapers, and public service announcements on local cable TV and radio stations.

Objective #2:

Support efforts to sustain a diverse array of employment opportunities accessible to Cambridge workers including support for training of low and low-moderate Cambridge residents for jobs in the bio-medical and healthcare industries.

This Objective was designed specifically for the City's Neighborhood Revitalization Strategy and serves NRS area residents exclusively.

Number of NRS residents to be Served:

In FY04, the goal of the Biomedical Program is to train 5 to 7 residents from the NRS area. The City is in possession of a CBCP course description and curriculum and will receive a class schedule when it is published, prior to the beginning of the year. The Program has a one-year cycle comprised of recruitment, 9 months of training and job placement.

Expected Resources:

- **Federal Funds**
Prior year CDBG funds
- **State Funds**
State Taxes
- **Local Funds**
Local Taxes
- **Private Funds**
Polaroid/Boston Foundation
Individual Training Accounts
Private Fundraising

Program & Services	Outputs	Outcomes
Support training of income eligible residents for jobs in the bio-medical and healthcare industries through the Biomedical Program/Just A Start Corporation and Healthcare Program/Cambridge City Hospital	Nine month training for entry level biomedical jobs at local biomedical companies and a proposed training of healthcare workers from baseline skills to advanced career courses	1. Individual Economic Health 2. Increased Skills and Abilities 3. Family Stability 4. Self-esteem and 5. Financial Stability

Strategies and Resources:

- **Biomedical Program – Just A Start Corporation:** The Biomedical Program will build upon the Cambridge Biomedical Careers Program (CBCP) operated by a local non-profit, Just A Start Corporation, expanding training opportunities for residents of the City's NRS area. CBCP qualifies program graduates for entry-level jobs in the biomedical field and in local biotechnology companies. To qualify for the Biomedical Program, a participant must be a resident of the City's NRS area.

Just A Start will track the outcome of these trainings to the participant served using Outcome Measurements below. The tracking will consist of maintaining case files on participants with academic and lab skills test scores, career planning activities, tutoring activities and job placement efforts, as well as follow-up phone calls to participants and employers regarding participants' assimilation and job performance, after the participant is placed in a job.

The program consists of nine months of academic classes, laboratory training, job-readiness classes, and counseling followed by job placement assistance. The program includes college level classes and tutoring in biology, chemistry, biochemistry, medical terminology, computers, and laboratory techniques. Classes are held at JAS and Bunker Hill Community College (BHCC), locations close to public transportation and easily accessible to the NRS participants. Graduates are eligible for up to 18 college credits for BHCC and upon fulfillment of all requirements, receive a certificate from JAS and BHCC. The program runs once per calendar year.

In addition, career planning and job placement are an integral part of the program. Since the program began, forty-four area companies have hired almost 100 graduates as employees, temps, or interns. Job titles of graduates have included the following:

Laboratory Technician, Research Assistant, Animal Care Technician, Manufacturing Technician, Quality Control Technician, Process Technician, Purification Technician, Phlebotomist, Medical Assistant, and Pippette/Glass Cleaner.

The curriculum is constantly being evaluated by JAS and experts in the biomedical field to ensure its relevancy to real world application.

- **Community Development Block Grant Program:** The City of Cambridge is an entitlement City that annually receives a direct allocation of CDBG funds that can be used to fund a variety of activities, which includes economic development, design and construction oversight of parks, playground renovations, housing

services, and housing development. Cambridge expects to receive \$3,878,000 in CDBG funds for FY2004.

- **Health Care Program:** This Program is currently in pre-development stage. Pre-development activities have included multiple meetings with a locally-based health alliance (Alliance) - a regional health care system comprised of three hospitals, more than 20 primary care sites, the Cambridge Public Health Department and Network Health, a statewide managed Medicaid health plan.

The Alliance is developing a proposal to educate and train NRS area healthcare workers within their system and residents from the NRS interested in entry-level healthcare jobs, providing courses from baseline skills to career advancement courses toward an advanced degree. The program will provide career ladder for workers in low-wage healthcare positions, willing to complete a step-by-step career development plan, the opportunity to obtain a more challenging and better salaried job.

It is anticipated that this program will roll out in FY04. **Details including number of NRS residents to be served, and strategies will be forthcoming, once they are agreed upon.**